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AN ASSESSMENT OF THE VILLAGE OF WESTHAMPTON BEACH POLICE DEPARTMENT OPTIONS FOR THE FUTURE

Prepared for:
Village of Westhampton Beach

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SUMMARY

In April, 2005, the Village of Westhampton Beach engaged CGR (Center for Governmental Research Inc.) to review the operations of its police department and make recommendations for future staffing of the department. CGR spent several days in the village interviewing every member of the police department and interviewing the Chiefs of two neighboring police departments. CGR also collected and analyzed activity records, budget and personnel records, and other relevant documents provided by the department, to ensure that we developed a comprehensive understanding of the activities of the department, the service expectations of the community, and other factors that should be considered in structuring a full-time police department.

Proper staffing and deployment of police officers within a local jurisdiction (village, town or city) cannot be determined solely by a scientific formula. Many qualitative judgments are made by local government officials and the command staff of the local police agency that are incorporated into decisions regarding the size of the department and level of service provided. Ultimately, the size of the local police agency is based on a balance between the level of service desired and the size of the budget allocated to police services that local government officials are willing to approve.

The starting point for assessing how to staff a local police department is to understand the variables that must be weighed by local officials responsible for funding and operating the police

department. Variables that can be quantified and used to develop staffing formulas include population characteristics, calls for service, pro-active police activities and the number of hours officers are available to work.

Qualitative variables, i.e. those based more on judgment than on the application of formulas to measurable data, include community expectations for police service, community willingness to pay for a local police force, potential for police coverage by other or overlapping jurisdictions, and internal management of the police staff.

This report presents CGR's observations of both quantitative and qualitative variables, and how those observations shape options for the future for the Westhampton Beach Police Department (WBPD). Our findings can be summarized into six major observations.

- ❖ There are some unique characteristics of the Village of Westhampton Beach that, in CGR's opinion, make the standard staffing formulas less useful for calculating the theoretically optimal size of the police force. Thus, qualitative assessments about the optimal size of the force have been given more weight in this report than would be the case for the average municipality. These characteristics, which Westhampton Beach shares more or less with the other communities on the east end of Long Island, are:
 - ◆ A huge seasonal influx of people into and through the village during the summer months. CGR has seen estimates as high as 25,000 people coming into the village on summer weekends, which is over ten times the regular year-round residential population of 1,902,
 - ◆ A number of events, institutions or businesses in the village that draw significant numbers of people into the village periodically throughout the year,
 - ◆ The village is within one of the five towns on the east end of the island that do not receive police patrol coverage by the Suffolk County police department. Thus, unlike most municipalities throughout the state, the village can rely only on

surrounding town and village police departments for immediate back-up for an event that requires multiple police officers.

- ❖ Since 1990, demand for service as measured by calls for service logged into central police dispatch (911) has shown an overall downward trend. Other police activity as measured by the Chief's monthly police reports has fluctuated over the years, but the sum of calls for service and other measured activity has stayed within a range of from 5,500 events per year to 7,500 events per year. Thus, except for yearly fluctuations within that range, total measured police activity has remained fairly constant year over year. CGR also looked at detailed monthly statistics over two years, to measure seasonal fluctuations in demand. This showed that calls for service in the highest month are about twice as high as the lowest month.
- ❖ According to a formula developed by the International Association of Chiefs of Police (IACP) that takes into account demand for service, services provided and availability of officers, and using conservative assumptions to ensure sufficient coverage, the formula indicates that eight patrol officers would be enough to meet current demands within the village. However, the IACP formula, strictly applied, would only require one patrol officer on duty during the afternoon and midnight shifts, which does not meet desired minimum requirements of two officers per shift, plus supervisory personnel. CGR reviewed WBPD budgets going back to 1990, and since that time, the village has consistently budgeted for eleven officers, to provide full coverage around the clock of two patrol officers. As described in this report, twelve patrol officers is the correct number required in order to provide for two patrol officers on duty 24/7 for 365 days per year.
- ❖ CGR was asked to assess what would be the correct level of supervision for the patrol officers. Both police staffing literature and real world experience based upon court cases indicate that it is most desirable to have line supervisory personnel on duty at all times that a patrol officer is on duty. Not counting the WBPD Chief as a line supervisor, the WBPD since 1990 has had three line supervisors (either two sergeants and a lieutenant, or, in the past few years, three sergeants). Based upon an analysis of WBPD logs, in 2004, patrol officers were without an on-duty line supervisor approximately 40% of the time. Using standard IACP

formulas and actual WBPB duty records, CGR calculated that the WBPB would require six line supervisors to provide full 24/7/365 coverage.

- ❖ There are a few different options that the department could pursue to increase supervisory coverage. Changing shift times or changing the length of tours might increase coverage slightly, but changing shift times or tours would require contract language changes. Even by adjusting shifts and tours, however, the WBPB will not be able to achieve full time supervisory coverage without adding two to three line supervisory positions to the force. CGR's recommendation is that if the village chooses to add additional line supervisors, at least one of those positions should be a lieutenant. Having five supervisors (a lieutenant and four sergeants) would provide enough staff, in theory, to have almost complete around the clock, 365 day coverage, although the preferred option would be to have six supervisors (a lieutenant and five sergeants.)
- ❖ In CGR's opinion, the village should focus attention on becoming accredited by the New York State Law Enforcement Accreditation Council. This is based on the understanding that accredited departments have a big advantage in defending liability cases because accreditation ensures that the departments have policies and procedures in place, and require constant training of officers, to minimize the risk of not following accepted police protocol. Getting the department accredited would further professionalize the department and reduce its liability exposure. CGR noted that the Chief has initiated steps to get the department accredited, which is consistent with our recommendation.

CGR was impressed with the high quality, professional staff in the Westhampton Police Department. They are clearly providing a high level of service to residents and businesses in the village. By making the types of improvement suggested in this report, the department will be able to enhance its services and reputation in the region while living within the approved 2005-2006 village budget.

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ACKNOWLEDGMENTS

CGR would like to acknowledge the time spent by village staff and members of the Westhampton Beach Police Department to assist CGR with this project. Police Chief Ray Dean took many hours of his time to pull together the information we requested, arrange meetings and ensure that we had a thorough understanding of the many different facets of the department. CGR interviewed every member of the staff of the department, and each one was willing to share with us helpful insights based on their own experience. Village Clerk/Treasurer Kathleen McGinnis and her staff also took extra time to assemble the financial records needed to help us with the historical perspective of the department. This report could not have been completed without all of this help.

Staff Team

This report was written by Charles Zettek Jr., Director of Government Management Services for CGR, with the assistance of Michael Carpenter, Principal of Police Management Services, a nationally recognized police management consulting firm. Mr. Zettek and Mr. Carpenter conducted the research and interviews to complete this project. Additional CGR staff assisted with data analysis and preparation of the tables included in this report.

SECTION 1 – BACKGROUND

The Village of Westhampton Beach is a small year-round community in eastern Long Island that experiences significant population shifts because of its status as a resort area. While the U.S. Census Bureau does not furnish estimates of seasonal populations, the 2000 Census counted 2,279 housing units in the village, of which 1,400, or 61%, were designated as being used for seasonal, recreational or occasional use. After the events of 9/11, the village has seen additional building, thus the 2000 figures are below actual current numbers. CGR heard various estimates for the actual number of people who reside in the village during the warm weather vacation season (beginning around Memorial Day and extending into October or early November), but it is reasonable to project that the residential population in the village swells to from 6,000 to 8,000, which is three to four times the number of permanent year-round residents (1,902 per the 2000 Census). Thousands more may come into the village on a daily basis to the beaches and shops. Local community leaders believe the number of people within the village swells to around 25,000 per day during busy summer weekends.

In addition, vehicular traffic in and through the village increases dramatically during the summer season. This is caused by vehicles both coming to the village as a destination and passing through the northern end of the village on Montauk Highway to the eastern end of the island or through the village to get to Dune Road, which has over 5 miles of houses, condominiums, restaurants, beach clubs and a large county park.

Geographically, the village is quite small. There are approximately 47 miles of roads, within an area of approximately 2.9 square miles. The land area is essentially built out, except for a 38-acre parcel of land which lies north of Montauk Highway. At present, the village is actively working on a Work Force Housing initiative that will provide some additional 300 housing units. Thus, it is likely that the year-round population and total number of housing units will continue to grow over the next few years at least.

The character of activity within the village has also changed over the last ten years. The Westhampton Beach School district is presently expanding the high school and middle school, both of which are in the village and combined house over 1,500 students and staff. The village still has a few bars and nightclubs (although less than in the past) that draw a certain clientele that require a police presence. However, the village has also seen an increase in events that draw significant numbers of people into the village, such as more concerts than in the past and events at the Hampton Synagogue which draw not only large numbers of people but also high profile dignitaries who require a high degree of security and protection.

One of the primary services the village provides to its taxpayers is a full time police department. CGR reviewed budgets back to 1990, and found that since that time, department budgets supported 16 full-time uniformed staff, consisting of a Chief, a detective, three line supervisors and 11 officers, plus part-time staff and two full-time civilian dispatchers for the village call center.

The village police department costs have increased steadily over time. The police department budget is shown as a separate item in the total village general fund budget. In addition, employee benefits (insurance, pension, etc.) are budgeted separately in Undistributed Expenses. Assuming that fringe benefits add an additional 25% to total personnel costs, CGR estimates that the total budget for the department in 2001-02 was \$2,271,143, or 35.2% of the total village budget of \$6,452,131. This compares to the department budget in 2005-06, including fringe benefits, of \$2,806,180, or 33.5% of the total village budget of \$8,376,743. Some revenues are budgeted by the village to help offset the total cost of the department. In 2005-06, police department fee revenue is budgeted at \$35,750, and State Stop DWI and Seat Belt program grants are expected to total \$9,500, for a total of \$45,250 in revenues. Thus, the net police department 2005-06 budget of \$2,760,930 makes up almost exactly one-third of the total general fund expenses for the village.

Given that the police department represents the largest single department cost in the budget, CGR was asked to evaluate current

department operations and to make a high level (i.e. strategic) assessment of the size and composition of the police force relative to the current and future needs of the village. To do so, CGR collected and analyzed police activity data and budget and payroll data from the last ten years, interviewed each sworn and civilian member of the department and three trustees of the village, compared Westhampton Beach to several other villages in eastern Long Island, read two different reports that related to department operations prepared by other consultants in prior years, and interviewed the chiefs of the Quogue and Southampton village departments. Our findings are based on this assessment of the police department operations in the village.

SECTION 2 – PROFILE OF THE DEPARTMENT

Overview

The Westhampton Beach Police Department (WBPD) is a full service department, which, since at least 1990, has been staffed to be able to provide at least two sworn officers on duty around the clock, 365 days a year. The department personnel include 16 sworn officers: a chief, 3 sergeants, a detective and 11 full time officers. One officer is currently on military leave. The full time officers are supplemented by the use of 6 part-time certified police officers during the peak summer season. The department also has two full time civilian dispatchers who work in the village dispatch center and provide direct telephone and dispatch coverage between 8 a.m. and 12 a.m. Tuesday through Saturday. During hours when the village call center is not staffed, 911 calls and dispatching are handled by the Town of Southampton. The department also provides for part-time school crossing guards and parking monitors and maintains a fleet of 10 cars, a boat and related support equipment. The department currently is housed in its own separate building next to the village offices, and will be moving into a wing of the new village hall once that is completed in 2006.

Staffing

Since this study was intended to review primarily the requirements for police operations within the department, CGR focused on information relating to the full-time sworn staff.

Number of Positions and Rank

The department is commanded by a full time chief, Chief Raymond Dean. The department budget has authorized 16 sworn positions since 1990 (as far back as CGR reviewed records.) However, the titles and responsibilities have changed slightly over time as individuals have changed within the department. The primary change has been in the titles of line supervisors. For a number of years, the department had one lieutenant and two sergeants, but due to turnover, for the last few years, the department has had no lieutenants and three sergeants.

The 2004-2005 budget authorized 17 positions, but one remained unfilled. The 2005-2006 village budget included funding for a total of 19 positions – two positions were added to provide for a line supervisor 24/7. However, the three authorized but unfilled positions have remained unfilled until this study is presented to the village trustees.

Personnel Costs

The sum of direct salary costs, plus contractually agreed benefits such as nighttime differential, holiday pay, etc., plus overtime payments, plus payments for fringe benefits, is what CGR will refer to as personnel costs. As shown in TABLE 1, personnel costs for the whole department over the last five years have totaled between 90.1% and 93.1% of the total cost of the department. For the 2005-2006 budget, CGR estimates that personnel costs for everyone in the department, including fringe benefits, total just over \$2.528 million. Personnel costs for just sworn officers are estimated to be around \$2.252 million, or 89% of the total personnel costs for the department.

TABLE 1
Changes in Police Department Costs As Shown in the Annual Village Budget

	<u>2001/2002</u>	<u>2002/2003</u>	<u>2003/2004</u>	<u>2004/2005</u>	<u>2005/2006</u>
Police Dept. Total Shown in Budget	\$1,851,157	\$1,871,370	\$1,911,656	\$1,876,817	\$2,300,486
Police Personnel	\$1,679,945	\$1,697,579	\$1,750,603	\$1,683,078	\$2,022,775
Police Other	\$171,212	\$173,791	\$161,053	\$193,739	\$277,711
Fringe Benefit @ 25%	\$419,986	\$424,395	\$437,651	\$420,770	\$505,694
New Dept. Total Including Fringe	\$2,271,143	\$2,295,765	\$2,349,307	\$2,297,587	\$2,806,180
Total Personnel(Personnel plus Fringe)	\$2,099,931	\$2,121,974	\$2,188,254	\$2,103,848	\$2,528,469
Total Personnel as % of Total	92.5%	92.4%	93.1%	91.6%	90.1%

Source: Annual Village Budgets

Total Cost of the Department

TABLE 1 provides information for both personnel and non-personnel costs as well as the total cost of the department as shown in the budget, as well as CGR's estimate of allocated fringe benefits. There are some additional hidden costs to the village of running its own police department. Two hidden costs that are difficult to quantify are the costs of liability and workers compensation insurance, and costs the village may incur in defending itself against lawsuits. The annual cost of liability and workers comp. insurance is estimated to be in the range of \$25,000 - \$50,000, but that can vary significantly due to the village's loss history and exposure. In addition, the village has routinely budgeted \$250,000 for litigation costs. The cost of defending itself against lawsuits and having to make payments to settle lawsuits, cannot be predicted, but one police federal litigation claim from the late 1990's cost the village close to \$1 million. Thus, it would be financially prudent for the village to do what it reasonably can to reduce the risk of large and unpredictable lawsuits in the future. The recommendations that follow address this issue.

Demand for Service

The 16 full-time sworn officers in the department are paid to spend their time carrying out the three general categories of police work: a) officers respond to calls for service initiated within the community (often referred to as "reactive" work), b) officers patrol the community and initiate actions (e.g. D.W.I. stops, follow-through on suspicious activities, general patrol) – this is often referred to as "proactive" work, and c) officers conduct other police work follow-up as needed for the first two activities (e.g. prepare paperwork, transport prisoners, conduct follow-up investigations) or go for training – this can be referred to as "other" work.

In theory, the more time police officers have to be proactive, i.e. preventing problems before they happen, both crime and the demand for service from citizens will decline. However, demand for service is to some extent driven by factors beyond the control of a police department. Demand is partly driven by the population demographics, partly by the nature of the businesses in an area, partly by the transportation networks, partly by seasonal population changes, and other factors. Thus, police department resources are managed to have the flexibility to respond to levels

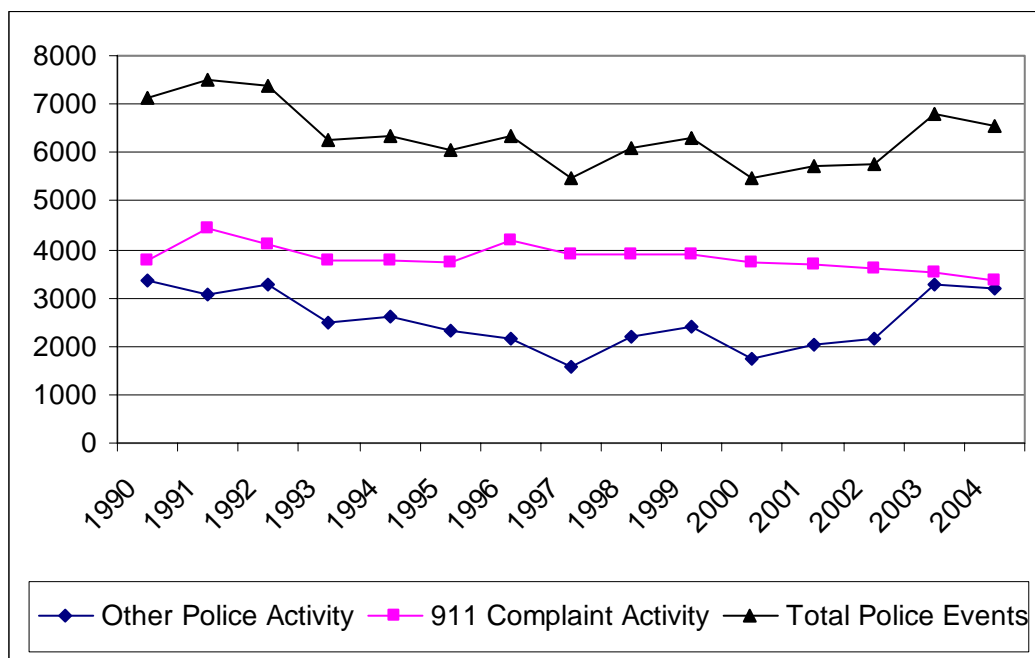
of calls for service that are unique to each community based upon its mix of characteristics.

The characteristics of demand for service in the Village of Westhampton Beach are quite a bit different than the factors that drive demand for service in most municipalities. As noted above, population and traffic volumes vary by as much as ten to one between the high and low seasonal fluctuations. Also, a number of events, institutions or businesses in the village draw significant numbers of people into the village periodically throughout the year. In addition, the village has a proportionately very high number of places that require homeland security patrol work that did not exist prior to 9/11. The WBPD now has to check the substantial shoreline of the village, the L.I.R.R. tracks and station, bridges over the waterways to the heavily populated barrier beaches, and the high profile Synagogue referenced above.

Calls for Service Have Declined Slowly Over Time

The Village of Westhampton Beach has evolved, because of the economic boom in the New York City metropolitan area in the last ten years, into an upper middle class to affluent community with a myriad of unique businesses and characteristics that require police presence and attention. Consistent with these changes in the socio-economic characteristics of the community, calls for service, as measured by 911 complaint activity reports, have slowly declined, on average, since 1990. Other proactive police activities that can be measured (primarily traffic summons and parking tickets) have fluctuated more dramatically, and in recent years have offset the decline in calls for service. However, even added together, total measured demand for police services has remained within a flat to declining band, as shown on GRAPH 1.

GRAPH 1
Demand for Police Services in the Village – 1990 Through 2004



Source: WBPD Annual Statistics Report

Within this overall trend, there clearly have been shifts in the types of calls for service, both positive and negative. On the positive side, traditional criminal activities, such as burglaries and larcenies, have clearly declined, especially since 2000. For example, the number of larcenies in 1990 was 161, in 2000 was 118, and in 2004 was 53. The decrease in these types of cases are likely due to increased pro-active patrol activities and the fact that in 2000 the department divided the village into two patrol sectors for better and more consistent coverage.

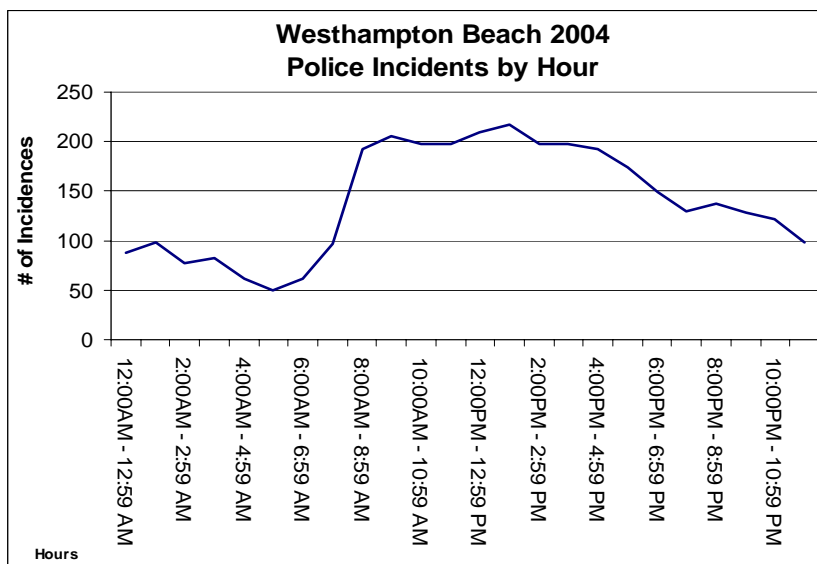
On the other hand, the category of aided cases, which includes domestic and family disputes, has increased – in 1990 there were 176 cases, in 2000 there were 214 and in 2004 there were 226. The increase in these types of cases are probably due, at least in part, to the increases in both resident and seasonal populations. Demands on officer time change depending on the type of incident. However, even accounting for the shifts in types of calls for service, CGR believes that, over the course of a year and across all calls for service, the time variances even out, so it is

reasonable to assume that the total time demand placed on officers has remained about the same in the last five years.

CGR looked in detail at the types of calls for service to the WHPD for 2003 and 2004, in order to identify peaks and valleys in demand. The graphs of the data for each year were very similar, therefore, we will use graphs for 2004 data to illustrate the points. In 2004, there were 3,359 complaints (calls for service) reported by the WHPD.

GRAPH 2 shows the number of calls for service by hour received, over the course of a day, for all of 2004. This graph clearly shows that demand peaks between 8 a.m. and 4 p.m., then gradually drops off to a low between 5 a.m. to 6 a.m. GRAPH 2 shows that there were a total of about 200 calls, or roughly one every other day, received around 10 a.m. in the morning. At the low point – around 5 a.m., a total of 50 calls were received over the course of a year, or an average of 1 call every 7 days.

GRAPH 2
Number of Calls By Time of Day in 2004

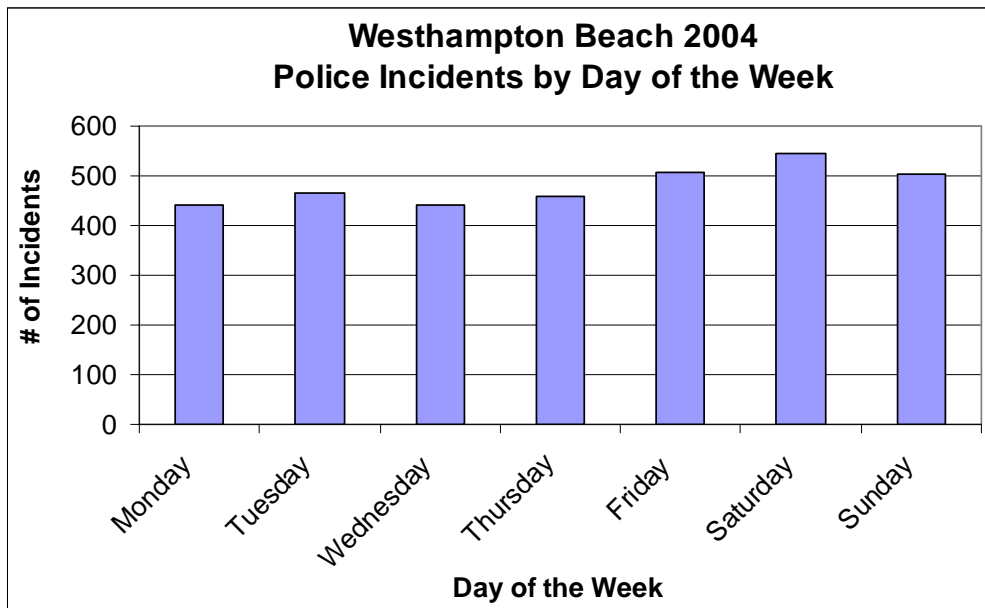


Source: 2004 WHPD Police Blotter

GRAPH 3 shows the number of calls received by day of week, for 2004. On the lowest day, Wednesday, 442 calls for service were received, or an average of 8.5 calls per day. On the highest day,

Saturday, 544 calls for service were received, or an average of about 10.6 calls per day.

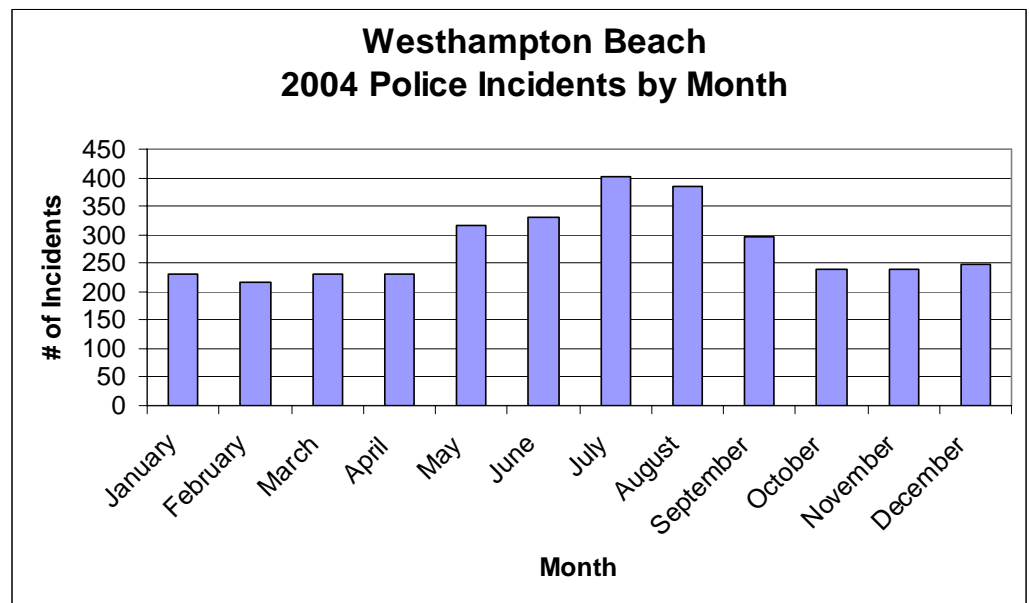
GRAPH 3
Number of Calls by Day of the Week in 2004



Source: 2004 WBPD Police Blotter

GRAPH 4 shows the change in seasonal demand based upon calls for service. GRAPH 4 is interesting because it shows that during the summer months, when it is estimated that the population in the village swells by more than ten times to 25,000 people or more per day, the actual number of calls for service does not increase by the same proportion. The month with the lowest number of calls was February, at 217 calls (an average of just under 8 calls per day). The month with the highest number of calls was July, at 403 calls, or 13 calls per day.

GRAPH 4
Number of Calls by Month in 2004



Source: 2004 WBPD Police Blotter

Work Schedule

The subsections above describe the number of sworn officers in the police department, the costs of the department, and the workload on the department, as best as it can be measured by reported statistics. Within the context of these variables, the personnel resources of the department are managed by the Chief through a combination of department orders issued by the Chief, policies and practices of the department, work rules and schedules as set forth in the union contract, and day-to-day decisions made by officers and supervisors to respond to the immediate situation as needed.

The times when sworn officers are scheduled to work are highly predictable. At the start of each year, the Chief issues a work schedule for the entire year for both the officers and the sergeants, based upon 8 hour shifts, and a pre-set rotation that rotates among the days of the week and the three shift times, so that every officer is scheduled to work 232 days (except 234 for officers with less than two years employment.) During the summer, officers are required to work extra weekend shifts (referred to in the contract as tours) – the extra weekend tours are called “payback” tours.

Officers are divided into five 2-person squads, with the squads rotating according to a schedule that ensures that one squad is on duty for each of the three 8 hour shifts during the 24 hour day (12 a.m. – 8 a.m., 8 a.m. – 4 p.m., 4 p.m. – 12 a.m.), and that two 8 hour time blocks (8 a.m. – 4 p.m., 6 p.m. – 2 a.m.) are covered by a supervising sergeant.

However, scheduled time off (e.g. vacations, holidays), unscheduled time off (e.g. sick time, personal time) and non-patrol duty time (e.g. court time, training) is taken against the 232 day scheduled time. Thus, no sworn officer actually works the full 232 days scheduled. At current levels of staffing, this results in a large number of shifts where only 1 person from the two person squad is actually on duty. During those times when no line supervisor is on duty, this means that there is only one on-duty officer covering the village.

Approximately 15% of all shifts and 40% of night shifts have only one officer on duty

In each year, the total number of 8 hours shifts equals 1,095 shifts (3 shifts/day X 365 days). An analysis of WBPB logs for 2004 indicates that for 167 shifts (15% of the total), only 1 officer was available to work for that shift. In those few instances where neither officer in a squad was available for duty, overtime or shift swaps are authorized to ensure that at least one patrol officer was on duty. Out of the 167 shifts with only one officer, 150 of the single officer shifts were during the midnight shift, 10 were during the day shift, and 7 were during the afternoon shift. Since there are gaps from 4 p.m. to 6 p.m. and from 2 a.m. to 8 a.m. when there is no line supervisor regularly scheduled for duty, those gaps are the time periods when there is the potential for only one uniformed officer to be on-duty and covering the village. Based on the 2004 figures, this means that, under current staffing levels, the village has single person coverage approximately 40% of the nights, from 2 a.m. to 8 a.m.

There is no on-duty line supervisor approximately 40% of the time

Line duty supervisors (in 2004, this meant the 3 sergeants) are subject to the same time off considerations as patrol officers, so the department clearly does not get 16 hour per day coverage for every day of the year. While in theory the department is staffed to provide line supervision for two-thirds of the total number of hours in a year, analysis of 2004 records shows that, after factoring in time-off, a number of supervisory shifts were not covered.

Department records indicate that line supervisors regularly on-duty covered 59% of the total time patrol officers were on duty, which means that there was no on-duty line supervisor approximately 40% of the time.

This analysis excludes considering the Chief as a line supervisor. In some small departments, by necessity, the chief of police serves as both the administrative head of the department and as a line supervisor. However, this is clearly not a best practice, and CGR is not recommending this for the WBPD.

SECTION 3 – THEORETICAL AND COMPARATIVE MODELS

In order to develop suggested staffing levels for this report, CGR compared the current demands for service and operations of the WBPD against both industry standards and police operations in other similar jurisdictions. This section presents CGR's findings.

Determining the Number of Officers by the IACP Formula

An exact means for determining the optimum number of officers to be allocated to the law enforcement function has yet to be developed. Among the reasons for this is the fact that no precise method exists for determining the optimum number of staff-hours necessary for preventive patrol coverage as compared with the personnel necessary for handling investigations of offenses and incidents, inspectional services, and other activities that can be measured with some degree of exactness. The International Association of Chiefs of Police developed a staffing formula in the 1970's which has historically been used to develop baseline staffing recommendations.

CGR will illustrate how this formula would be used in Westhampton Beach. However, as noted later in this report, CGR believes that the formula needs to be adjusted to adjust for variables that are specific to Westhampton Beach. CGR will address these additional variables in following subsections in order to come up with recommended staffing options for the WBPD.

Staffing requirements in the IACP formula are calculated in three steps. The first step is to identify the number of posts required. The second step is to identify how many actual officers it takes to

staff a post. Once that is done, the specific staffing requirements can be calculated.

Two variables largely determine the number of officers necessary to staff the patrol force adequately: 1) the number of calls for service for a given period of time (from which the number of patrol posts can be identified); and 2) the average length of time that each officer is available for duty on a yearly basis.

Identifying the Number of Patrol Posts

Utilizing the IACP formula, the following steps are taken:

1. The total calls for service for each tour of duty are obtained for the previous year. A call for service should not be limited to an initial complaint in the department's record system. Rather, it should include any instance in which an officer provides service, initiates activity (for example, makes a traffic stop) or spends time either following-up on an initial call or assisting another officer or agency with a call. The total calls for service should include initial calls, follow-up calls, assists, all traffic stops and multiple unit responses.
2. The 12-month total of calls for service is multiplied by the average time required to respond to a call for service and complete the preliminary investigation. This provides the number of hours per year spent in handling calls for service. WBPD blotter logs do not indicate the amount of time spent on each call. Many police departments do not track this. However, WBPD staff believes the average call takes approximately 45 minutes of officer time. This is consistent with a range that CGR has found in other studies, which varies from 30 minutes to 50 minutes. For calculation purposes, CGR will use 45 minutes as the average time for a WBPD call.

It should be noted that this “average time spent on calls” may seem high. However, a routine traffic ticket may only take a few minutes to clear, yet some incidences take many hours to complete. The time spent on calls is further affected the increasing mandates under which police departments must operate. For

example, the pro-arrest policy for responding to domestic violence complaints means that for every response, someone must be arrested. Prior to this, some domestic complaints could be resolved in several minutes by merely driving one party involved to another location. Now, a pro-arrest policy means that an officer usually spends several hours processing an arrest.

3. The hours per year in calls for service are multiplied by three. This number is a "buffer" factor to account for the time spent on preventive patrol, directed patrol, inspectional services, report writing, vehicle servicing, personal needs, etc. This step provides the total patrol hours.

The "buffer factor" or uncommitted time is essential in policing for several reasons, including:

- Providing proactive crime-deterrent patrols
- Providing for officer-initiated activity
- Enhancing citizen and officer safety
- Community policing activity

Uncommitted time is also essential for administrative functions such as report writing, vehicle servicing, meals, agency meetings, etc.

4. The total hours are then divided by 2,920 which is the number of hours necessary to staff one post on one 8-hour shift for one year (8 hour shift x 365 days a year = 2,920). The quotient equals the minimum number of patrol posts needed for the particular tour of duty.

Applying the Formula to the WBPD

The next step in the analysis is to apply the formula just described utilizing twelve months of calls for service data provided by the department. CGR used 2004 data for this analysis. The data were analyzed and converted into:

1. The time of the activity; and
2. Eight (8) hour blocks that correspond with the WBPD shift assignments.

Based on the data summarized in GRAPH 2, TABLE 2 below shows the percentage of calls that the WBPD responds to per shift.

TABLE 2
Calls for Service By Shift for 2004

<u>Shift</u>	<u>Calls for Service (CFS)</u>	<u>% Of Total CFS</u>
Day (8 a.m. - 4 p.m.)	1615	48%
Afternoon (4 p.m. - 12 a.m.)	1129	34%
Midnight (12 a.m. - 8 a.m.)	615	18%

Source: WBPD Police Blotter

Next these numbers were multiplied by .75 (to represent 45 minutes) to get the average time expended by officers on calls over the year. The results are shown in TABLE 3.

TABLE 3
Approximate Time Expended on Calls for Service By Shift

<u>Shift</u>	<u>Approximate Hours Expended</u>
Day (8 a.m. - 4 p.m.)	1211
Afternoon (4 p.m. - 12 a.m.)	847
Midnight (12 a.m. - 8 a.m.)	461

These figures were then multiplied by 3 to include a buffer and time for routine and/or directed patrol activity, as shown in TABLE 4.

TABLE 4
Projected Time Expended Per Shift on Direct Activities

<u>Shift</u>	<u>Projected Time Expended</u>
Day (8 a.m. - 4 p.m.)	3633
Afternoon (4 p.m. - 12 a.m.)	2541
Midnight (12 a.m. - 8 a.m.)	1383

Finally, the projected time expended is divided by 2,920, the number of person-hours required to fill an eight hour post for one year (365 x 8 hours = 2,920 person/hours). The results are shown in TABLE 5. Note that for the last column, the minimum post hours needed are rounded up to the nearest whole number, since, for calculation purposes, this formula assumes a full time equivalent (FTE) position in order to provide continuous coverage.

TABLE 5
Projected Officer Time Needed To Provide Coverage for a Post

<u>Shift</u>	<u>Projected Time Needed</u>	<u>Rounded Up</u>
Day (8 a.m. - 4 p.m.)	124%	2 FTE
Afternoon (4 p.m. - 12 a.m.)	87%	1 FTE
Midnight (12 a.m. - 8 a.m.)	47%	1 FTE

In carrying the staffing formula through to its conclusion (in the steps that immediately follow), the “minimum post needed” numbers are rounded to the nearest whole number. Even when fractions like that found for the midnight shift are small, it is necessary to round up to a whole number if the shift is to be covered over the entire time period by an officer on duty. Full shifts cannot be covered by staffing only part of the time – it is not possible to tell when, during the entire 8 hour shift, an incident is going to occur.

Based on the 2004 calls for service in Westhampton Beach, the standard IACP formula shows that two posts, or FTE’s should be assigned to the day shift, and one post (FTE) should be assigned to the afternoon and midnight shifts. In order to determine how

this conclusion was affected by the use of 45 minutes as the length of time WBPB officers spend on an incident, CGR re-ran the formula using the minimum accepted time of 30 minutes per incident. Taking into consideration the adjustments for WBPB noted in a following subsection, there would be no difference in results using the 30 minute figure.

Patrol Staffing Requirements

Once the total number of patrol posts for each tour of duty are determined, the next step is to ascertain the staff needed to fill these posts adequately. This coverage cannot be achieved by simply assigning one officer for each post. Consideration must be given to those factors that make an officer unavailable for duty. These factors include: regular days off, vacations, sick leave, personal leave, holidays, military leave, training court time, disability and other factors which affect an officer's availability for patrol duty.

The hours needed to man one 8 hour shift for 365 days per year is 2,920 hours. In theory, one person could work the 2,920 hours needed to provide the coverage needed for one 8 hour shift. However, the number of hours one person actually works is far less than 2,920. Thus, more than one person needs to be hired to provide continuous coverage for each 8 hour shift. The actual number of actual people who need to be hired to ensure that one person is always on duty for every hour of each shift is derived by a formula.

Based upon department payroll records, blotter entries, time sheets and sign in logs, CGR estimated an average figure for each factor that affects how much time each officer actually works. The total of these averages shows the average time per year that officers are unavailable for duty. This is subtracted from 2,920 hours to give the hours actually available. The hours available are divided into 2,920 hours and the quotient is the assignment/availability factor. Multiplying the number of posts needed by this factor determines the minimum number of officers necessary to staff the required posts.

Applying the Formula to the WBP

To find out how much time a WBP patrol officer actually works on a regularly assigned shift, CGR researched department records for the last four years (2001/02 through 2004/05) to identify how much sick, comp, vacation, and personal time was taken, on average. Per contract, the average officer gets 133 days off (365 days – 232 worked per contract = 133 days). CGR also conservatively assumed an average of 1 day per month an officer used for training, court-time, or other non-patrol directed activities.

TABLE 6 below shows that CGR estimates that the average patrol officer is not available for regularly scheduled patrol duty for 1,496 hours out of the theoretical maximum of 2,920. Thus, the average patrol officer is on regular shift duty for 1,424 hours. It should be noted that most patrol officers over the course of a year actually do work more than this number of hours due to over-time, shift swaps, etc. However, planning the routine work schedules of officers can only be based on regular hours available.

TABLE 6
Amount of Time Off (Not Available for Duty) for Patrol Officers – 4 Year Average

Time Off Factor	# of Days	x 8=Staff Hours
Regular Days Off	133	1064
Sick ¹	6	48
Comp ¹	5	40
Vacation ¹	27	216
Personal ¹	4	32
Other ²	12	96
Total Time Off	187	1496

Source: Department Payroll and Time Sheet Records
Notes 1,2: CGR estimates

The 2,920 hours in a staff-year are then divided by the hours available to calculate the assignment/availability factor. This factor is used to determine the total number of personnel needed to fill patrol posts that are required by the workload of the agency.

As shown in TABLE 7, the assignment/availability factor for patrol officers in the WBPD is 2.05.

TABLE 7
Assignment/Availability Factor Calculation for Patrol Officers in the WBPD

Hours in Staff Year	Hours Available	Assignment/Availability Factor
2,920	1,424	2.05

The assignment/availability factor means that it requires 2.05 actual officers (people) to fill one 2,920 hour shift for one full year. In most police departments that work an eight-hour schedule, it takes between 1.70 and 1.90 officers to fill a patrol post each man-year. The numbers generated through this estimation for Westhampton Beach are slightly higher than this range, primarily because of the amount of vacation time and other time-off benefits provided in the contract that can be accumulated by officers based upon seniority. Even in the average department, rounding up will end up with the conclusion that it takes 2 people to fill one 2,920 shift per year. In the case of the WBPD, the assignment availability factor would be rounded down to 2, as it clearly does not make sense to round up and require three positions to cover for 2.05 positions needed.

The final calculation for determining the theoretically correct number of patrol officers is to combine the number of posts required (TABLE 5) with the assignment/availability factor (TABLE 7). This is done in TABLE 8, which shows that the number of posts required per shift times the assignment/availability factor (2.05 per shift). This number has to be rounded up or down to get full-time equivalent positions. TABLE 8 shows that, to meet the baseline IACP staffing formula, the WBPD should have 8 patrol officer positions. It is important to note also that line supervisors, investigators and command staff are not included in this formula, and are considered to be additional staff.

TABLE 8
Number of Officers Required to Meet Theoretical Minimum Staffing Requirements for Calls for Service

Shift	Posts Required	Assignment/Availability Factor	= Number of Police Officers	Actual Number of Police officers Required
Day (8 a.m. - 4 p.m.)	2	2.05	2.05	4
Afternoon (4 p.m. - 12 a.m.)	1	2.05	2.05	2
Midnight (12 a.m. - 8 a.m.)	1	2.05	2.05	2

Adjusting the Formula to WBPD

As noted previously, budgets in the Village have authorized a minimum of two patrol officers per shift. There are many reasons why it is both appropriate and necessary to have two officers assigned to each shift, even though the theoretical IACP formula indicates that one officer would be sufficient to cover the number of calls received in the afternoon and midnight shifts. These reasons include: 1) the fact that the only backup for WBPD officers are officers from Quogue or the surrounding towns, because the Suffolk County police department does not provide patrol services to the five east-end towns and their villages, 2) police standards, officer safety and liability issues require two officers to respond to emergency and Type 1 incidents such as fights and domestic calls, which can happen at any time of the day.

In short, CGR concurs with the WBPD standard of assigning 2 patrol officers per shift. Thus, TABLE 8 should be modified to reflect a minimum of 2 officers for each shift. The resulting TABLE 9 indicates that the WBPD should have 12 patrol positions. (As noted above, supervisory and command staff would be in addition to the patrol staff).

TABLE 9
Number of Officers Required to Meet Calls for Service and
Have A Minimum of 2 Officers per Shift

Shift	Posts Required	Assignment/Availability Factor	= Number of Police Officers	Actual Number of Police officers Required
Day (8 a.m. - 4 p.m.)	2	2.05	2.05	4
Afternoon (4 p.m. - 12 a.m.)	2	2.05	2.05	4
Midnight (12 a.m. - 8 a.m.)	2	2.05	2.05	4

The village needs 12 full-time patrol officers to provide the minimum theoretical coverage based on demand for service.

In conclusion, the formula used across the country to determine the minimum number of patrol officers needed to respond to calls for service and handle other routine police matters, adjusting to allow for a minimum of two officers per shift, indicates that the Westhampton Beach Police Department needs the equivalent of 12 full-time patrol officers. This would be the recommended minimum number of uniformed police officers required to respond to calls for service in the Village. Adding in the current other filled positions in the WBPD, i.e. 1 investigator, 3 sergeants and the Chief, if the WBPD was staffed to meet the IACP standards, the department would have 17 officers in total. This is the number actually authorized in the 2004-2005 Village budget, although only 16 positions were actually filled at the time of this study.

Westhampton Beach Compared to Other Villages

CGR compared the WBPD to other municipalities in Suffolk County to get a perspective on the size of the WBPD. CGR obtained the most recent information available (2001) from the New York Department of Criminal Justice Services (DCJS) which shows the number of sworn personnel, both full and part-time, in each municipality that has a police force. From this list, CGR then used 2000 census information available for villages or towns in Suffolk County. There are, of course, no exact comparables. Thus, CGR concluded that the best set of comparables would be to consider the five towns on the east end of the island that are not covered by the Suffolk County police department road patrol, and the three other villages within those towns. These towns and villages are also similar in that they experience large seasonal population and traffic volume swings (although perhaps not to the extent of Westhampton Beach), and have also been part of the building boom for high-end housing.

TABLE 10 shows the how Westhampton Beach compares to the five east end towns and three villages in those towns. For comparison purposes, CGR calculated ratios for the number of officers per person, and the number of officers per housing unit.

TABLE 10
Number of Full Time Sworn Officers for WHB and Comparison Towns and Villages in eastern Suffolk County and Officer to Population and Housing Units Ratios

	Total Population	Total Housing Units	FT Officers	# of Persons per FT Officer (2000 Census)	# of Total HU's per FT Officer (2000 Census)
	2000				
East Hampton town	19,719	19,640	50	394	393
Riverhead town	27,680	12,479	77	359	162
Shelter Island town	2,228	2,370	8	279	296
Southampton town	54,712	35,836	89	615	403
Southold town	20,599	13,769	43	479	320
<i>Town average</i>				425	315
East Hampton village	1,334	1,745	22	61	79
Quogue village	1,018	1,322	14	73	94
Southampton village	3,965	2,936	28	142	105
Westhampton Beach village	1,902	2,279	16	119	142
<i>Village Average</i>				98	105

Sources: U.S. Census and New York DCJS Crime and Justice Annual Report 00-01

Compared to its peer villages, WBPD has a higher service base workload

TABLE 10 shows that the towns and villages clearly have different officer to population and housing units ratios. Thus, the fairest comparison for Westhampton Beach is to the other east end villages. Compared to the other villages, the WBPD is responsible for more persons per officer than two of the other three villages, and is above the average, and the WBPD is responsible for by far the highest number of housing units of any of the villages. From this, CGR concludes that, at 16 officers, the workload on the WBPD is higher when considering both the base level population and the number of housing units being served. This does not take into consideration differences in the commercial establishments among the villages. However, CGR noted that Quogue has almost no commercial establishments, yet they still have a much lower population and housing unit base to serve.

To estimate how the WBPD service base workload might be affected by increasing the size of the department as authorized in the 2005-2006 budget, CGR developed TABLE 11. This shows the average units served for the other three villages, and the number of units served if the WBPD increase from 16 to 17, 18 and 19 full time officers. TABLE 11 shows that, even if WBPD increases to 19 full-time officers, both the population and housing units served ratios would be higher than the average in the three peer villages.

TABLE 11
Number of Full Time Sworn Officers for WHB and the
Three Villages in Eastern Suffolk County Municipalities with
Officer to Population and Housing Units Ratios, Showing
How the Ratios Would Change for Different Staffing in the
WBPD

	Total Population	Total Housing Units	FT Officers	# of Persons per FT Officer (2000 Census)	# of Total HU's per FT Officer (2000 Census)
	2000				
East Hampton village	1,334	1,745	22	61	79
Quogue village	1,018	1,322	14	73	94
Southampton village	3,965	2,936	28	142	105
3 Village Average				92	93
Westhampton Beach village	1,902	2,279	16	119	142
		<i>Assume</i>	17	112	134
		<i>Assume</i>	18	106	127
		<i>Assume</i>	19	100	120

SECTION 4 – OPTIONS TO CONSIDER

Putting Options in Context

Before listing some specific recommendations regarding strategies that village leaders could pursue regarding the WBPD, it is important to put the findings described above in Sections 1 through 3 into context. The following appear to be givens as of this point in time:

- ❖ Historically, village leaders have been willing to support a village police department with a baseline of 16 full-time sworn officers and a part-time 911 call center. This will have a net cost of approximately \$2.76 million in the 2005-06 budget.
- ❖ The village has historically chosen not to reduce the size of the police department through options such as contracting with the Town of Southampton (although that option was considered in a 1984 study of the WBPD), or to share the expense of officers and/or call center services with surrounding municipalities such as Quogue or the town.
- ❖ The village has historically committed to having two full-time patrol officers scheduled around the clock, plus additional supervising officers.
- ❖ Population and housing unit trends suggest that the year-round population and number of housing units in the village will increase, and that the village will continue to be affected by extremely large influxes of seasonal populations, despite the fact that most of the land is built out. Clearly, the village has benefited from the overall demand for high quality seasonal housing affecting the whole east end of Long Island. Thus, demand for police services within the village is likely to continue to evolve and change over the next ten years.

Options for the future of the WBPD are somewhat limited as long as the village continues to desire a level of service based upon current service expectations. Therefore, the options presented below are based on CGR's observations about what might be possible within what we perceive as being consistent with continuing at least the level of service now being provided by the WBPD. It is important to note that CGR chooses not to take a position on whether or not to recommend hiring additional staff, but we can identify some options for village leaders to consider.

Number of Patrol Officers

Since the number of patrol officers is based upon the expectation that two officers will be scheduled for every shift, the question to be asked is – how many full time sworn personnel are needed to meet that expectation. As shown in Section 3, 12 officers are required to ensure that two posts are filled 24/7/365.

Currently, patrol officers are organized into five 2 person squads, which accounts for the 10 officers currently available for duty on the force. The eleventh authorized officer is on military leave. The five squad structure allows for squads to go through a normal rotation cycle, changing shifts and days off, so that each squad works 232 days a year. As noted in Section 2, however, 15% of all shifts only had one patrol officer working in 2004. This is because, as noted in Section 3, the actual number of hours officers are available to work is substantially less than the scheduled hours of work. Thus, although each squad is staffed by two officers, in actual practice, this does not ensure that two officers are on duty for each squad. In order to ensure continuous, around the clock coverage by two on-duty officers, each squad would have to be staffed by 3 officers.

Since the village has historically not been willing to fund 15 patrol officer positions, a more realistic option to consider would be to have a line supervisor be assigned to each squad, to make a three person squad. This would ensure that, except in extremely unusual cases (such as overlapping vacation schedules, which could be managed to avoid such situations, or overlapping illnesses), there would always be two WBPD officers on duty around the clock.

Number of Supervisors

Best practices for police operations call for a trained supervisor on every shift. Supervisory personnel qualify for those positions by virtue of having more training and experience and passing exams that test for those qualifications. There are many reasons why the accepted IACP and New York State Department of Criminal Justice Services standards recommend that an on-duty supervisor be available whenever a line officer is on duty, which, in the case of Westhampton Beach, is around the clock. The primary reason is that a substantial body of court cases have found municipalities to be liable for the actions of an unsupervised inexperienced patrol officer.

In actual practice, it is true that many police departments (including the WBPD at this time) do not have supervisors on all shifts when patrol officers are working. It is also true that some police departments only use a single working supervisor to cover a shift, (e.g. a working sergeant) without an additional patrol officer.

But, these cases are not the ideal. They reflect a balance of supervisors to junior officers based on what the community can afford and the level of service required.

Currently, the WBPD has organized its operations to exclude the Chief from routine line supervisory responsibilities. Thus, a line supervisor (a sergeant) works the 8 hour day shift, and a sergeant works an 8 hour shift that overlaps the evening and midnight shifts. Since the department at this time has only three line supervisors to cover two shifts, as noted in Section 3, currently, 40% of the time, there is no working line supervisor on duty.

If the village desired to have one supervisor on duty for each 8 hour shift, the actual number of sworn officers needed would be calculated using the same logic as outlined in Section 3. To cover 1 post for 3 eight hour shifts would require 3 positions, times the assignment/availability factor. Making the reasonable assumption that the assignment/availability factor for supervisors is about the same as it is for WBPD officers, i.e. around 2, then the actual number of full-time supervisors required to provide around-the-clock supervision would be 6.

Full Time Staffing Implications

As calculated in the previous subsections, in order to meet the staffing requirements outlined above, which are: 1) 24/7/365 coverage by full time officers, 2) two patrol officers on duty on every shift, 3) a line supervisor on duty every shift, the WBPD would require a minimum of 20 full-time uniformed members. The department would be staffed by: 1 Chief (a given), 1 Investigator (a given), 6 supervisors (per calculation), 12 officers (per calculation).

However, the department could be staffed by less than 20 full-time uniformed members and still meet the intent of the staffing requirements noted above. Two options that village leaders could consider are given below. However, CGR cautions that there are many different options that could be explored to provide the type of coverage desired within available funding. CGR did not attempt to explore all the staffing options, nor was it requested to. Managing and scheduling the staff to meet the needs of the department are the responsibility and prerogative of the Chief.

- ❖ One option would be to assume that a squad consisted of two officers and a sergeant. Under the five squad arrangement currently used in the department, this would require full time staffing of 10 patrol officers and 5 sergeants, for a total of 15 positions. As discussed previously, approximately 15% of the time, one officer is not on duty in a squad. At those times, the squad would still have two officers on duty – a patrol officer and the sergeant. This is particularly important for the midnight shift, where the data indicate that, 40% of the time, there is currently only one officer regularly scheduled and on-duty from 2 a.m. to 8 a.m. For those times when the squad sergeant is not available for duty, the squad may be without supervision, but, except in highly unusual circumstances, both officers would be on duty. Thus, the two-person-on-duty requirement would be met. Under this scenario, if the department hired a 6th supervisor, the logical position would be a lieutenant, to create a normal chain of command structure. Thus, the total size of the force would be: 1 Chief, 1 Lieutenant, 1 Investigator, 5 Sergeants, 10 Officers, for a total of 18 full-time positions.
- ❖ Rather than 10 patrol officers, 5 sergeants and 1 lieutenant, the lieutenant could be a line supervisor in one of the squads. However, this would severely limit the flexibility to have the lieutenant serve as the executive officer to the Chief, since the lieutenant would be rotating through shifts with his squad. Having 5 squads, each with two officers and a supervisor, would ensure the two-person-on-duty requirement would be met, but would not provide 100% supervisory coverage, for the reasons cited above.

Regardless of the future structure of the department, in order to achieve a reasonable command organization structure, CGR recommends that, should the village choose to increase the number of command staff, the first position added should be a lieutenant position. This would be consistent with moving towards the theoretically desirable pyramid structure, and would create a clear line of authority below the Chief.

Changing Tours of Duty

A number of the members of the WBPD who were interviewed noted that one way to potentially increase supervisory coverage and potentially increase flexibility for scheduling patrol officers would be to consider 10 hour shifts. WBPD shifts were based on

10 hour tours until they were changed to 8 hour tours after an arbitration ruling in 2000. Thus, the 8 hour tours are now a contractual requirement. CGR's research found that a small number of departments have used or experimented with tours of different lengths other than the standard 8 hours, usually to meet specialized local needs or requirements for scheduling flexibility. However, by far the most accepted practice across the country and in New York State is the use of 8 hour tours. When Westhampton Beach changed to 8 hour tours, this increased the number of days officers worked by 30. Moving away from the 8 hour tours to some other model would likely require additional staff in order to achieve the level of coverage that would be provided by the full staffing model described in this section.

Staffing to Meet Seasonal Variations

As shown in GRAPH 4, demand for police services does increase during the summer months. A decision about how many sworn officers to have on duty to provide proactive police services in addition to being able to respond to calls for service is a judgment call by the WBPD command staff. However, during the summer, the WBPD employs 6 part-time sworn officers who work on Main Street and special events, and schedules payback time for patrol officers during summer weekends. CGR noted that in the DCJS 2000-2001 Annual Report cited previously, four of the five eastern Suffolk towns and each of the villages listed in TABLE 11 used part-time officers to supplement their regular full-time force in the summer. This is a cost-effective way to meet seasonal demand.

Seeking Accreditation

It is the experience of CGR's police management consultant, Michael Carpenter, that becoming an accredited law enforcement agency significantly improves the overall management of a police department and consequently improves the ability of a department to defend its actions if sued. It is not possible to reasonably predict the potential cost avoidance savings as a result, since suits against police departments are unpredictable events. However, one possible annual cost saving might be obtained by the village through a reduction in its liability insurance. CGR could not verify if, in fact, this would be the case for the village of Westhampton Beach, however, the Chief of Police for the village of Southampton stated that their liability insurance cost was reduced once the Southampton Police Department was accredited.

Specific information about accreditation can be obtained from the following New York Department of Criminal Justice Services web site <http://criminaljustice.state.ny.us/ops/accred/index.htm>. In brief, accreditation is a process that can take from as little as 6 to 18 months (although some departments take years). Essentially, a department follows an outline to create systems, rules, procedures and continuous training to ensure that practices and operations followed by all members of the department are carried out to commonly accepted standards and goals. The accreditation process is a formal way of helping police agencies evaluate and improve their overall performance, and provides formal recognition that the department meets or exceeds professional quality standards, and that the policies of the department are conceptually sound and operationally effective.

CGR noted that the WBPD has initiated steps to go through the accreditation process, and encourages following through until the WBPD receives its accreditation.

Dispatching Services

CGR did not evaluate the dispatching operations of the WBPD. However, we reviewed the report on those operations dated October 1998 that was prepared for the village by Charles D. Reynolds Associates, and agree in principle with the findings cited in that report. The village may wish to revisit that report, given the fact that the WBPD call center operation is redundant since the Southampton Town Police Department also provides full 911 call center services and village taxpayers already pay for those services in their Town taxes. Quogue Village does not have a call center – it relies completely on the Southampton 911 center. If the village needs to reduce staffing costs in the WBPD, the Trustees should consider the option of the Town of Southampton taking over all 911 call center operations for the village. This would save the village the approximately \$175,000 spent on salaries and benefits for the village dispatchers. In addition, the village could avoid spending the \$150,000 currently budgeted for the cost to equip a call center in the new village hall.

Administrative Assistance

Currently, there are no civilian employees in the WBPD dedicated to providing administrative/clerical assistance to the sworn staff. The two dispatchers provide this assistance as time permits after fulfilling their primary responsibilities. However, should the

village re-consider how dispatching services are provided, the village should also consider how to provide at least half-time administrative assistance to the department. Both Quogue and Southampton employ civilian administrative assistants (Quogue's is part-time, Southampton's is full time) as a cost-effective way to manage the paperwork required to run police departments.

SECTION 5 – CONCLUSION

The Village of Westhampton Beach police department is staffed by dedicated, professional sworn officers, along with two professional dispatchers and several part-time staff, who provide high quality service to the village. Village residents and businesses have become accustomed to a high level of service, and appear willing to pay for that service. This report demonstrates that the size and configuration of the current staff generally meets accepted minimum standards for meeting the demand for calls for service. However, the department is currently not providing two officers on duty around the clock, 365 days a year, nor is it providing line staff supervision around the clock. To meet these standards, the village needs to fill some or all of the positions currently authorized in the 2005-2006 budget. Looking towards the future, the village certainly has a number of options for changing and managing the level of police services being provided by the department. This puts the village in a much stronger position, relative to many of its peer municipalities, to have the flexibility to change how it allocates resources to meet the unforeseen challenges waiting just over the horizon.